

Since 2002 the City of Atlanta has identified and tracked strategic and operational performance metrics across its various departments. First through the Management Dashboard and now through ATLStat, the City sets performance targets for each of its departments and tracks performance against those targets. We believe that if you cannot measure it, you cannot manage it.

Performance targets are set during the budget process to ensure that targets are related to resource allocation decisions. How often we cut the grass in our parks or the number of streets we resurface is a direct consequence of the budget resources provided to support those activities.

Performance Management Objectives

Our performance management initiative has several goals:

- *Develop a definitive source of information* on the City's operating performance
- *Create a cultural of performance and accountability* by setting performance targets and holding managers accountable for achieving them
- *Provide a public window* into the operations of the City

In March 2009 the City launched the ATLStat website. By providing public access to the city's strategic measures that are tracked, reported and consistently reviewed in ATLStat, we have realized our long standing commitment to public transparency and accountability. The website includes weekly performance highlights of ATLStat Sessions as well as the performance scorecards of all 15 departments and offices that participate in ATLStat. The link to the ATLStat website is on the city's homepage or it can be accessed directly at: <http://web.atlantaga.gov/atlstat/index.shtml>

Citywide Strategic Performance Measures

While each department has established a set of performance measures that are included in their respective budget sections, we have identified eight major strategic measures that align with the highest priorities of the administration:

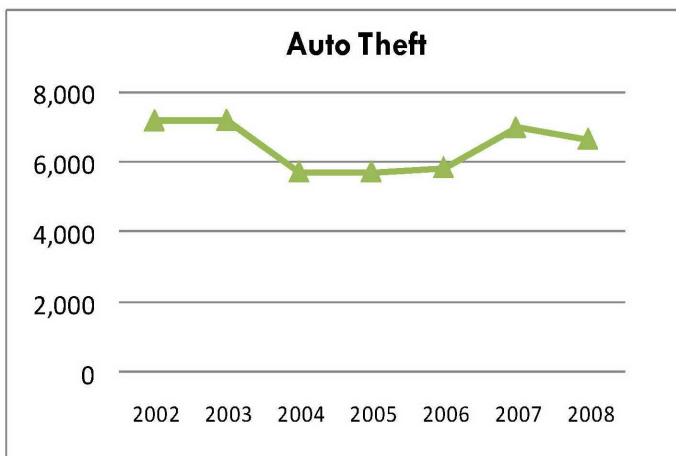
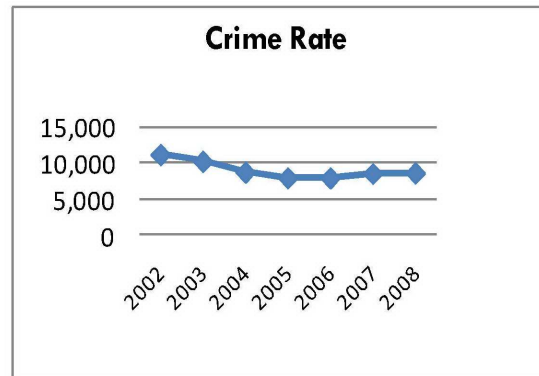
- Crime rate
- Number of sewer spills
- Time to issue building permits
- Number of fires

- Passengers at HJAIA
- % of missed garbage pick-ups
- # of miles of streets resurfaced
- # of potholes filled and % filled within 72 hours

The following describes the status of those eight measures.

Crime Rate

Improving the City's public safety record has been a top priority of this administration. Since 2002 the City has reorganized the Atlanta Police Department, added over 300 sworn personnel to the department, and introduced COBRA, a crime stats tracking and management capability that has improved the department's ability to target crime fighting resources. Since 2002 the crime rate (crimes per 100,000 residents) has been reduced by 23%.

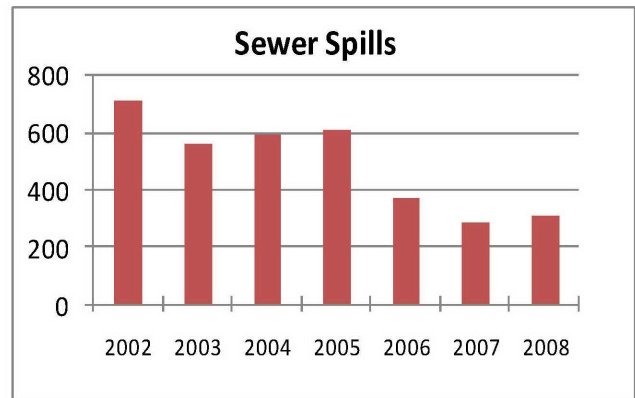


The Atlanta Police Department has formed several task forces directed to focus on particular crime categories. One task force is dedicated to the "Blue Jean" robbers that alone are responsible for numerous burglaries in the past year. APD has also increased the size of the auto theft task force to intensify efforts to protect vehicles and the city public and private parking lots. As a result

of this task force, auto thefts are down by 5% from 2007 to 2008. The department is also dedicating additional resources to crack down on drug markets that have expanded their presence in certain neighborhoods. Drug sales activity is often correlated with – and help drive up – property related crime.

Sewer Spills

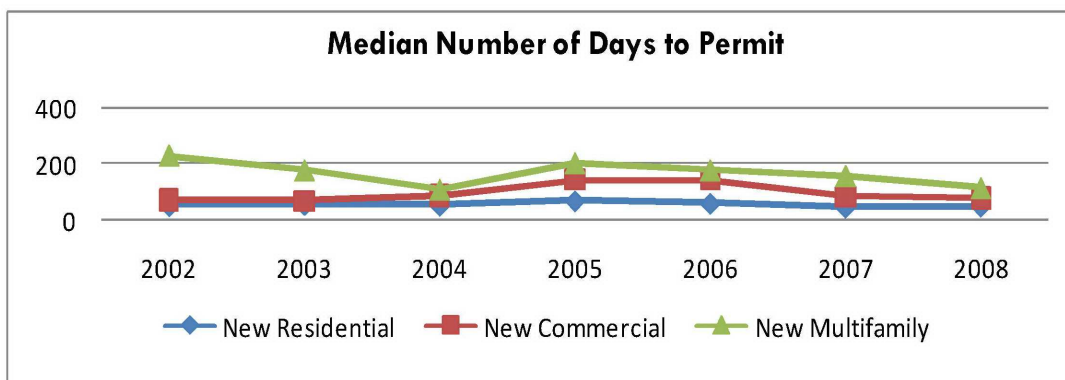
In July of 1998, the City of Atlanta signed a Federal Consent Decree committing the City of Atlanta to an accelerated program of activities designed to further improve water quality in metro Atlanta streams and the Chattahoochee and South Rivers. The Consent Decree specifically directed the City of Atlanta to develop and implement, by 2007, a solution that would end water quality violations resulting from combined sewer overflows (CSOs).



One critical measure of progress towards this goal is the number of public sewer spills. As the chart shows, the City has successfully reduced those spills by nearly 60% since 2002.

Time to Permit Issuance

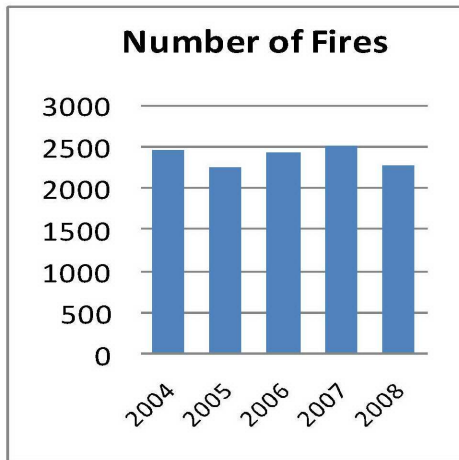
The City has been committed to reducing the time it takes to issue building permits. In 2005, a building permitting task force completed an effort to redesign the permitting process to speed the process while retaining quality of the City's regulatory oversight. Since that time the time to issue a permit has been reduced



by 10-50%. This decline in the time to permit can be attributed largely to investments in online permitting technologies.

Number of Fires

The number of fires that the Department of Atlanta Fire Rescue has had to



respond to has remained fairly level in recent years. The Department has focused its efforts on prevention and conducts educational classes for residents and businesses related to fire prevention and response.

AFR has recently initiated a “baseline” risk assessment under guidelines promulgated by the Commission on Fire Accreditation International (CIFA). This assessment includes an evaluation of the City’s building inventory to determine each building’s risk profile – age of the facility, level of

occupancy, water supply, sprinkler capacity, etc.

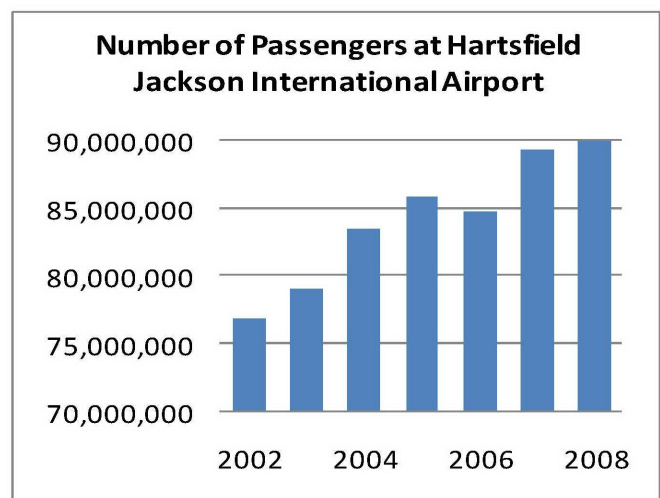
A similar risk assessment is being completed related to emergency medical response. A demographic analysis of the population will yield an understanding of how health risk is distributed throughout the City

These risk assessments – combined with an analysis of historic response patterns – will drive departmental decisions related to asset allocation. This will include where stations are located, how they are equipped, and the capabilities of the staff assigned.

Number of Passengers at Hartsfield-Jackson Atlanta International Airport

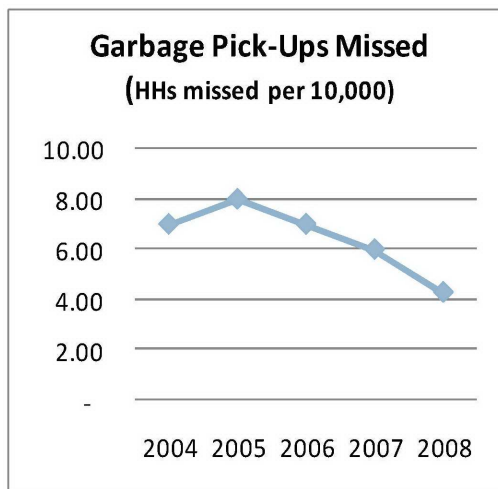
The economic health of the City is intrinsically connected to the health of Hartsfield-Jackson Atlanta International

Airport. The City uses the number of passengers passing through the airport as a proxy for measuring the health of the airport and, therefore, the health of the local economy. This measure also contributes to our understanding of the infrastructure requirements of the airport as passenger volumes dictate to some extent parking needs, security resources, demand for concessions, and other operational requirements.



In 2008 Hartsfield-Jackson Atlanta International Airport handled just over 90 million passengers, which is approximately 650,000 more passengers than in 2007. This relatively flat growth is a consequence of the worldwide recession. The opening of the fifth runway has continued to reduce congestion and improve on-time arrival and departure performance.

Missed Garbage Pick-Ups



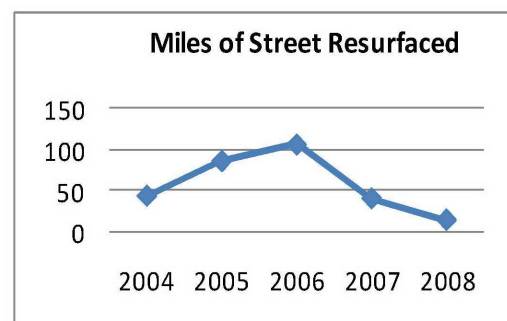
The efficient collection of curbside residential trash is a core municipal service that must be completed each week for public health purposes. The City tracks the number of collections that are missed on each route on each service day to ensure that our crews are not missing households that have placed out their trash in anticipation of collection. The Department of Public Works relies on customer complaints to track these misses and generally remedies a missed collection on the same day that it is reported.

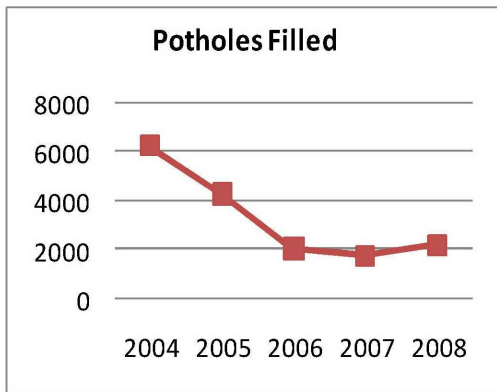
The industry standard for missed collections is no more 15 per 10,000 households passed. The City has consistently exceeded that standard and achieved a rate of 6 per 10,000 households in 2007. Starting in 2009, more stringent data collection includes self reporting of garbage pick-ups missed and will be reflected in the 2009 data.

Miles of Streets Resurfaced and Potholes Repaired

The maintenance (and improvement) of the City's public infrastructure is a critical goal of the administration. For several decades the City had neglected to maintain and replace components of its infrastructure inventory. One area in significant need of repair is the 1,700 miles of streets in the City.

Beginning in 2002 the City began an intensive effort to increase the number of miles of streets that were resurfaced each year. In order for our streets to be maintained at their appropriate level, the City should resurface appropriately 85 miles per year. That number was surpassed in 2005 and 2006. The decline in the number of miles resurfaced in 2007 reflects the exhaustion of the funds available through the Quality of Life bond program. Absent a new source of



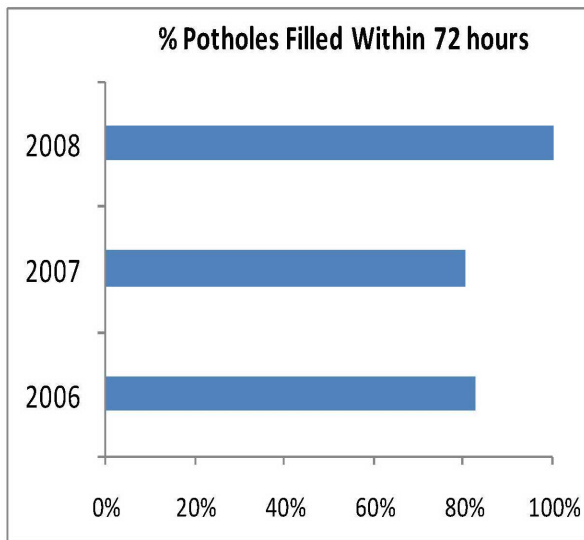


funding for street resurfacing, the City will have to significantly reduce the number of miles resurfaced each year.

The success of the resurfacing program is reflected in the number of potholes that are filled each year. In 2002 the City introduced the “Pot Hole Posse” – several crews dedicated to filling reported pot holes within 72 hours of a customer complaint. Since 2004 the number of

potholes filled by City crews has declined by over 65%. This decline in the number of pot holes filled is directly related to a decline in pot holes reports – evidence of an improvement in the quality of City streets. The increase in 2008 is entirely attributable to the change in the way that potholes are being reported. On average, crews fill 89 potholes per week, of which 65% are identified by crews while they are out on the job. Overall, the number of potholes filled continues to decline.

The City continues to perform reasonably well against its target of 72 hour turnaround on pothole reports. In general, the City has set a goal of filling 85% of



all pot holes reports within 72 hours of a report. That level was set in acknowledgement of several factors that can delay the repair of a pot hole: weather conditions (ambient temperature too cold or weather too wet); and mis-categorization (work orders that are received that are not in fact pot holes but plates or other street irregularities).

To the extent that street resurfacing can be increased in future years, the number of potholes filled should continue this downward trend.